

April 22, 2009

TO: Judith Robinette

FROM: Holly Platz, SPHR
Director's Review Investigator

SUBJECT: Judith Robinette v. Central Washington University (CWU)
Allocation Review No. ALLO-08-070

The Director's review of Central Washington University's allocation determination of your position has been completed. The review was based on written documentation. This review covers the six month period prior to June 27, 2008, the date that CWU's Human Resources office received your request for review.

Director's Determination

As the Director's designee, I carefully reviewed all of the documentation in the file including the duties and responsibilities described in your Position Description form and Position Review Request form. I considered the Program Coordinator and Program Specialist 2 classifications. Based on my review of the documents, the available classifications, and my analysis of your assigned duties and responsibilities, I conclude that overall, your position is best described by the Program Coordinator classification.

Background

On June 27, 2008, CWU's Human Resource office received your Position Review Request form asking that your position be reallocated to a Program Specialist classification. You signed the form on June 27, 2008. Your supervisor completed the supervisor's portion of the form on July 15, 2008. Your supervisor indicated that the volume of your work had increased and supported the reallocation of your position.

After receiving your Position Review Request form, CWU reviewed your position and by memorandum dated August 27, 2008, determined that your position was properly allocated to the Program Coordinator classification.

On September 25, 2008, you filed a request for a Director's review of your position. In your Director's review request, you asked that your position be reallocated to a Program Specialist classification.

Summary of Ms. Robinette's Perspective

You argue that you oversee the day-to-day operations of the application process for four programs in six university centers. This includes the planning, organizing and coordinating tasks necessary to clear students for student teaching and pre-autumn experience. In addition, you are responsible for all aspects for the programs' fingerprinting services,

including processing fingerprints, tracking their clearance and reporting the results. You argue that your position fits the Program Specialist classification because you:

- represent the Certification unit at state and university meetings
- are the first-person contact for students, faculty and the general public
- provide information and technical assistance to program participants, staff, faculty, administrators and outside entities regarding the Teacher Preparation Program content, policies and activities
- recommend courses of action for students ineligible for admission to the program
- exercise delegated decision-making authority for:
 - determining if an applicant qualifies for the program
 - processing credit evaluations to determine transferable credits
 - providing fingerprinting services
 - contacting the state for resolution of fingerprint issues.

You also argue that your duties and level of responsibility fit within the class series concept and the definition of the Program Specialist. You assert that you are completely responsible for all aspects of the fingerprinting services and that you must apply knowledge specific to the CWU's Center for Teaching and Learning, the Office of the Superintendent of Public Instruction and the National Council for Accreditation of Teacher Education standards and regulations. You further assert that the functions of your position are unique to the program and are not transferable or applicable to other areas of the organization.

Summary of CWU's reasoning

CWU explains that you work within the College of Education and Professional Studies Office's Certification program. You report to a Program Manager A who reports to the Interim Dean of the College. CWU agrees that you coordinate the application, advising and admission processes for the Teacher Preparation Program in accordance with CWU's Center for Teaching and Learning, the Office of the Superintendent of Public Instruction and the National Council for Accreditation of Teacher Education standards and regulations and that as part of the application process, you administer and process candidate fingerprints. CWU agrees that you provide information and advice to students, staff and faculty regarding program content, policies and activities which requires you to have extensive involvement with students, staff and faculty in carrying out program activities and goals. However, CWU argues that your supervisor is responsible for the overseeing the day-to-day operations of the Certification Unit and as such, she is responsible for the organization and direction of the unit and the Teacher Preparation Program as a whole. As a result, CWU believes that the majority of the duties you perform are consistent with the Program Coordinator classification.

Rationale for Determination

Your position coordinates the Teacher Preparation Program within the Certification Unit. The Certification Unit is part of the College of Education and Professional Studies Office. You are not responsible for the overall Certification Unit. But, you are responsible for the admissions portion, including the fingerprinting aspect of the application and admissions process.

Your supervisor describes your work as exemplary and recognizes that you have more responsibilities and that the volume of your work has increased. Your supervisor supports your request for reallocation.

Your supervisor has delegated authority to your position for determining the admission status of candidates and for completing credit evaluations. You also have authority to prioritize your work, post charges to student accounts, and enter major/minor information and code students on SAFARI regarding their admission status. Because CWU offers more endorsement areas, the number students served and the volume of work in each of the areas has grown. In addition, the fingerprinting component has been added to the process. While the volume of work in the Certification Unit has increased, the number of staff available to perform the work has decreased.

However, the purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. See Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

In condensed summary, your duties and responsibilities, as described by CWU, are:

90% processing applications for program admissions which includes:

- reviewing and applying specific policies, procedures and regulations on a quarterly basis for over 275 applications
- using transcripts from CWU and other colleges to calculate applicants' grade point averages for the last 45 quarter college credits
- reviewing transfer credits to process credit evaluations for endorsement requirements
- advising students on courses required for all endorsement areas
- administering and processing approximately 260 candidate fingerprints each quarter through the Office of the Superintendent of Public Instruction (OSPI) and checking the OSPI database to verify Washington State Patrol (WSP) and Federal Bureau of Investigation (FBI) clearance
- clearing approximately 300 Teacher Preparation Program candidates each quarter for student teaching by reviewing each candidates certification application, hand calculating the GPA for the 45 credits, and verifying valid WSP and FBI fingerprint clearance, program admission status and completion of certification requirements
- performing similar duties as those listed above for approximately 375 students each Fall for Pre-Autumn experience.

The remainder of your duties and responsibilities include processing applications for the Professional Certification Program, reviewing, processing and tracking College of Education

and Professional Studies Course Proposals and Course Scheduling forms and monitoring grade point averages for students who have been provisionally admitted to individual programs. You also track Careers in Education program records, maintain office supplies, create brochures, flyers and handouts and produce general office correspondence.

In Norton-Nader v. Western Washington University, PRB Case No. R-ALLO-08-020 (2008), the Personnel Resources Board (Board) stated that the following standards are the hierarchy of primary considerations in allocating positions:

- a) Category concept (if one exists).
- b) Definition or basic function of the class.
- c) Distinguishing characteristics of a class.
- d) Class series concept, definition/basic function, and distinguishing characteristics of other classes in the series in question.

The class series concept for the Program Specialist classes states:

Positions in this series coordinate discrete, specialized programs consisting of specific components and tasks that are unique to a particular subject and are separate and distinguished from the main body of an organization. Positions coordinate program services and resources; act as a program liaison and provide consultation to program participants and outside entities regarding functions of the program; interpret, review and apply program specific policies, procedures and regulations; assess program needs; and develop courses of action to carry out program activities. Program coordination also requires performance of tasks and application of knowledge unique to the program and not transferable or applicable to other areas of the organization.

Examples of program areas may include, but are not limited to: business enterprises, fund raising, volunteer services, community resources, election administration and certification, juvenile delinquency prevention, recreational education and safety, energy education, aeronautic operations and safety, student housing, financial aid, and registration.

The intent of the Program Specialist series is further clarified by the definition of "specialist". This is found in the Department of Personnel Glossary of terms for Classification, Compensation & Management. The glossary provides that the duties of specialists ". . . involve intensive application of knowledge and skills in a specific segment of an occupational area."

Your position is responsible for coordinating the activities required to process applications for program admissions, including coordinating the fingerprinting process. The Teacher Preparation Program is a component of the Certification Unit within the College of Education and Professional Studies Office. As such, the Teacher Preparation Program is not discrete, separate and distinguished from the main body of the organization. Rather, the program requires you to perform specialized tasks which support the overall goals of the unit. Your position does not fit within the class series concept of the Program Specialist classifications.

Additionally, your position does not meet the definition of a specialist. Your duties and responsibilities do not require intensive application of knowledge and skills in a specific segment of an occupational area. Rather you apply your extensive knowledge and skills about the application process, standards and regulations to a component of the Certification Unit. The unit is part of the College of Education and Professional Studies Office.

For the reasons discussed above, your position does not fit within the Program Specialist class series.

The class series concept for the Program Coordinator classification provides that positions that coordinate programs:

Perform work requiring knowledge and experience that is specific to a program. Organize and perform work related to program operations independent of the daily administrative office needs of the supervisor. Represent the program to clients, participants and/or members of the public.

A program is a specialized area with specific complex components and discrete tasks which distinguish it from the main body of an organization. A program is specific to a particular subject. The specialized tasks involve interpretation of policies, procedures and regulations, budget coordination/administration, independent functioning and typically, public contact. Duties are not of a general support nature transferable from one program to another. Performance of clerical duties is in support of incumbent's performance of specialized tasks.

The basic function of the Program Coordinator classification states: "[c]oordinate the operation of a specialized or technical program."

In addition, the Department of Personnel Glossary of terms for Classification, Compensation, & Management provides that coordinators "[i]ndependently organize, monitor, evaluate, and make adjustments for a program or activity without supervisory responsibility."

Your position fits within the class series concept and the basic function of the Program Coordinator classification. In addition, the duties and responsibilities assigned to your position are encompassed by the coordinator definition.

The distinguishing characteristics for the Program Coordinator classification state:

Under general direction, perform work using knowledge and experience specific to the program. Exercise independent judgment in interpreting and applying rules and regulations. Independently advise students, staff, program participants and/or the public regarding program content, policies, procedures and activities; select/ recommend alternative courses of action and either:

(1) project, monitor, maintain, initiate and/or approve expenditures on program budgets

OR

(2) have extensive involvement with students, staff, the public and/or agencies in carrying out program activities, and coordinate, schedule and monitor program activities to determine consistency with program goals.

The Department of Personnel Glossary of classification terms defines working under general direction as:

Performs assignments within established policies and objectives. Incumbents plan and organize the work, determine the work methods, and assist in determining priorities and deadlines. Completed work is reviewed for effectiveness in producing expected results.

You work under general direction and relieve your supervisor of the day-to-day operations of the application process and fingerprinting services. You use knowledge specific to the application process, utilize independent judgment, monitor the status of admissions, recommend alternative courses of action to students ineligible for admission to the program, have extensive involvement with students and others in carrying out program activities and coordinate and monitor application and fingerprinting activities. Your position fits within Program Coordinator distinguishing characteristics.

In addition, while not allocating criteria, the duties of your position are consistent with the typical work statements of the Program Coordinator class. For example:

Program Coordinator Typical Work	Duties of Your Position
Receive, process and deposit funds	Post payments in SAFARI and notify students of program status
Provide information and advice to students, staff, program participants and/or the public regarding program content, policies and activities, recommend alternative courses of action	Provide information and advice to students, staff, program participants and/or the public about the Teacher Preparation Program content, policies and activities and recommend alternative courses of action to students ineligible for admission to the program
Attend meetings and/or conferences as program representative	In the absence of your supervisor, represent the Certification Unit at state and university meetings
Confer regularly with representatives of off-campus organizations and agencies regarding the interpretation and implementation of program and institutional policies	Confer with representatives of OSPI regarding certification status and OSPI and WSP regarding fingerprint status
Monitor program activities in relation to established program goals; within established program parameters, determine variance from program standards	Within established program parameters, determine admission status, complete credit evaluations, etc.

Use word processing, graphics, statistical, spreadsheet and/or data base software	Prepare promotional materials for fingerprinting and use word processing, graphics, web design, and database software to produce brochures, flyers, handouts and general office correspondence
Direct the work of others	In the absence of your supervisor, direct the work of others

When determining the appropriate classification for a specific position, the duties and responsibilities of that position must be considered in their entirety and the position must be allocated to the classification that provides the best fit overall for the majority of the position's duties and responsibilities. Dudley v. Dept. of Labor and Industries, PRB Case No. R-ALLO-07-007 (2007).

The duties and responsibilities assigned to your position are best described by the Program Coordinator classification.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to . . . the Washington personnel resources board Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The address for the Personnel Resources Board is 2828 Capitol Blvd., P.O. Box 40911, Olympia, Washington, 98504-0911.

If no further action is taken, the Director's determination becomes final.

cc: Eric Galbraith, CWU
Classification & Pay Team, DOP

Exhibit List

A. Judith Robinette Exhibits

1. Director's Review Request form September 25, 2008
2. Statement of grounds and reasons for request
3. CWU allocation determination August 27, 2008
4. Position Review Request no signature
5. Supervisor section of PRR dated and signed July 2008

B. Central Washington University Exhibits

1. Position Review Request / signed-dated June 27, HR office
2. Organizational Chart (College of Education and Professional Studies)
3. Position Review Request Supervisor section dated and signed July 16 2008
4. Central Washington University Allocation Determination Letter August 27, 2008
5. Position Description Form HR stamped October 13, 2005 and January 10, 2006
6. Class Specification
 - a. Program Coordinator (107N)
 - b. Program Specialist 2 ((107I)